

**The Well of Fortitude**

EWS Contemporary Issue Paper

Submission for Hogaboom Leadership Essay Contest

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to

Major J. Lynn, CG 15

26 February 2008

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE <b>26 FEB 2008</b>		2. REPORT TYPE		3. DATES COVERED <b>00-00-2008 to 00-00-2008</b>	
4. TITLE AND SUBTITLE <b>The Well of Fortitude</b>				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) <b>United States Marine Corps,Command and Staff College, Marine Corps Combat Dev,Marine Corps University, 2076 South Street,Quantico,VA,22134-5068</b>				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT <b>Approved for public release; distribution unlimited</b>					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT <b>Same as Report (SAR)</b>	18. NUMBER OF PAGES <b>17</b>	19a. NAME OF RESPONSIBLE PERSON
a. REPORT <b>unclassified</b>	b. ABSTRACT <b>unclassified</b>	c. THIS PAGE <b>unclassified</b>			

*We all inevitably suffer one of two pains...either the pain of  
self-discipline, or the pain of regret.  
-Jim Rohn*

Napoleon Bonaparte noted that the moral is to the physical as three is to one. This being true, brings us to the concept of human factors. In short, human factors define the ceiling of an individual or unit's capacity to function. It is proven that everyone will become a soft casualty (injury to the mental and/or emotional aspect of a warrior) at some point, some later than others, and some detected or undetected; this breaking point is different in each individual. Described by Lord Moran, "in the trenches a man's will power was his capital and he was always spending, so that wise and thrifty company officers watched the expenditure of every penny lest their men went bankrupt. When their capital was done, they were finished."<sup>1</sup> More simply put by Vince Lombardi—"fatigue makes cowards of us all." The realization that human factors determine human success or failure mandates why the Marine Corps must establish a model for self-development or better said— self-leadership. **The Marine Corps must adopt the self-leadership model of the Well of Fortitude in order to deepen the physical, mental, emotional, and spiritual capacities of the leader and the led.**

## Well of Fortitude

The Well of Fortitude (WoF), introduced by Lieutenant Colonel Dave Grossman in his book *On Killing: The Psychological Cost of Learning to Kill in War and Society*, is the spark of a greater concept that needs to be taken further. The WoF serves as the metaphor for self-development and the development of subordinates. Grossman articulates, "emotional stamina on the battlefield [is] a finite resource... [under stress] each man draws steadily from his own private reservoir of inner strength and fortitude until finally the well runs dry."<sup>2</sup> Missing in Grossman's concept is what makes up the private reservoir of inner strength and fortitude of an individual. Taking this metaphor further, consider the WoF to consist of an individual's physical, mental, emotional, and spiritual deepness or capacity. Stress of any kind pulls from one or more of these capacities, when one capacity is drained the others are affected, worse; when one capacity runs dry the individual will break, physically, mentally, emotionally, or spiritually. This concept applies not only to combat, but all aspects of life: in school, in training, on a forced march, or in dealing with one's spouse and family.

Just as a gem has many facets, a whole-person has multiple facets. Dr. Stephen Covey, author of *The 7 Habits for Highly Effective People* and *The 8<sup>th</sup> Habit: From Effectiveness to*

Greatness, developed the model of the four intelligences. The four intelligences serve as the dimensions of the WoF.

(Table 1: Whole-person chart; 4 intelligences)

Whole Person	4 Intelligences	4 POWERS from success in the intelligences
Physical Intelligence {PQ}	=knowledge and control of the body. The ability to subordinate the passions and appetites of the body to the vision and ideals of the spirit/conscience.	<u>DISCIPLINE</u> = facing of hard, pragmatic, facts of reality and DOING what it takes to make things happen. Discipline= Vision + Commitment. The opposite of Discipline is Indulgence- the sacrificing of what matters most, for the pleasure or thrill of the moment. Willpower—the denial of today's pleasures for a greater good. "Discipline is the soul of a combat unit. It makes small numbers formidable; procures success to the weak and esteem to all."-George Washington
Mental Intelligence {IQ}	=well rounded knowledge, ability to analyze, reason, think abstractly, use language, visualize and comprehend, and think critically.	<u>VISION</u> = seeing w/ the mind's eye what is possible in yourself, people, in projects, in causes. Joining of need with possibility.
Emotional Intelligence {EQ}	=one's self-knowledge, self-awareness, social sensitivity, empathy and ability to communicate with others. Sense of timing and social appropriateness, and having the courage to acknowledge weaknesses and express and respect differences.	<u>PASSION</u> = the fire, the desire, the strength of conviction and the drive that sustains the discipline to achieve the vision. In relationships and organizations Passion also includes compassion. "Nothing great in the world has been accomplished without passion."-Hegel
Spiritual Intelligence {SQ}	=**Source of guiding of the other 3 Intels. The drive for meaning and connection with the infinite.	<u>CONSCIENCE</u> = the inward moral sense of what is right... the "Drive toward Meaning & Contribution." The guiding force to Vision, Discipline, Passion. In stark contrast to "Ego".

Source: (Covey, 2004) Modified by J.L. Schiller II

The above table gives a Marine or leader of Marines a focus on the dimensions one needs to be cognizant of and purposefully train. The four intelligences are separate, but also overlap. Because the intelligences overlap, and are interdependent, for an intelligence to mature the others must raise in level too.

Concerted, complimentary, and effective plans must be implemented to deepen the WoF in each of the four intelligences while recognizing that there is never enough time to work on

everything. Leaders should aim to incorporate deepening of multiple intelligences within every training evolution. Colonel McCoy's belaboring of battle drills and Lieutenant General Matthis' "brilliance in the basics" are most effective under conditions of physical, mental, emotional, and spiritual adversity, thereby deepening the well in more than one intelligence.

The use of the four intelligences gives the individual and leader categories within the WoF in which they can focus, measure, and train. The intent behind the WoF model is for individuals to deepen their WoF through self-leadership. Additionally, the WoF serves as a tool for leaders to promote self-leadership in subordinates. Colonel McCoy (2007, p21) while commanding 3d Bn, 4thMAR aimed at deepening the WoF in himself and his men, "within the battalion we approached this challenge in several ways—psychologically, philosophically, and physiologically."<sup>3</sup> His battalion approached growth in the WoF through physical conditioning (PQ), cognitive training (IQ), mental imagery of chaos expressed in suffering casualties and the actual act of killing (EQ), and finally tactical decision games (TDGs) or discussions on the moral imperative or justness of killing (SQ). The result was a unit that exceeded the mission and **thrived** by spiraling upward in discipline, cohesion, and comradeship.<sup>4</sup>

Jim Rohn's quote, "We all inevitably suffer one of two pains...either the pain of self-discipline, or the pain of regret,"<sup>5</sup> exemplifies how the WoF is to be approached by each individual. Likewise, the chain of command must support self-leadership in subordinates; promoting, educating, rewarding, and facilitating the deepening of the WoF. Brigadier General John Allen in a lecture called "Human Factors in Combat" discusses internal and external factors that withdraw (debit) or replenish (credit) the WoF.<sup>6</sup> This list of debits and credits can be classified into the four intelligences. The far right column of the table below provides a list of example training ideas to deepen the intelligences.

(Table 2: Debits, Credits, & Trainings among 4 intelligences)

Intelligence	DEBITS	CREDITS	Training Considerations
PHYSICAL INTELLIGENCE (PQ)	-fatigue (aerobic and anaerobic/musculoskeletal) -pain -sleep loss -shock	-fitness (aerobic and anaerobic/musculoskeletal) -pain threshold -specificity (dexterity of actions) -coping ability	-combat PT (PQ/MQ) -sleep deprivation in trng -reverse cycle 'desert hours' -nutrition -physiology of food/sleep deprivation -team oriented physical training -competitiveness in PT acumen
MENTAL INTELLIGENCE (IQ)	-mental fatigue -stress -confusion/chaos/uncertainty	-knowledge (well-read) -critical thinking -problem solving -experience	-MCIs at all times -PME -TDGs/EDGs/STEXs -have juniors teach classes -SME's on various topics related to Marines' interests (gunnery, hand-to-hand, engine mechanics, computer technology, politics, etc)
EMOTIONAL INTELLIGENCE (EQ)	-shock (horror) -confusion/chaos/uncertainty -mental and physical fatigue -isolation -fear	-cohesion -morale -comradeship -initiative -intuition -social motivation -will/motivation	-study Killology -virtue training, reading -case studies of emotional duress physiology and circumstance -study Emotional Intelligence and its 4 components -self awareness study/training MBTI, Alpha Syndrome testing
SPIRITUAL INTELLIGENCE (SQ)	-cowardliness -fear -uncertainty -stress -mental and physical fatigue -shock	-comradeship -morale -leadership -spiritual characteristics -social motivation -will/motivation	-debates -'fire-side' chats -leadership, leadership training & study -chaos theory- study & practice -physiology of fear/anxiety/shock

Source: (McCoy, 2007) Modified by J.L. Schiller II

In the attempts to deepen the WoF, an individual must fight and overcome internal desires and urges. To combat this nature in humans is an impacting quote that has served many to win out in struggles to train harder, read more, study or pray more consistently, or any other struggle over gluttony.

*I am your constant companion. I am your greatest helper or heaviest burden. I will push you onward or drag you down to failure. I am completely at your command. Half the things you do you might just as well turn over to me, and I will be able to do them quickly, correctly. I am easily managed- you must merely be firm with me. Show me exactly how you want something done, and after a few lessons I will do it automatically. I am the servant of all great people; and alas, of all failures as well. Those who are failures, I have made failures. I am not a machine, though I work*



*with all the precision of a machine plus the intelligence of a human being. You may run me for a profit or turn me for ruin—it makes no difference to me. Take me, train me, be firm with me, and I will place the world at your feet. Be easy with me and I will destroy you. - Who AM I? HABIT!*<sup>7</sup>

Through the conscious decision to deepen the WoF, the self-discipline to overcome desires and urges, and the effective use of habit the individual will have no limits in deepening the WoF.

### Physical Intelligence (PQ)

The aim of deepening PQ is to eventually become the master of oneself. Importance of PQ cannot be overstated, "scientific laboratory studies are producing increasing evidence of the close relationship between body (physical), mind (thinking) and heart (feeling)[emotions]." <sup>8</sup> There is more than physical fitness and nutrition when it comes to PQ. As an example, Brigadier General Anthony Jackson, while Battalion Commander of Security Forces Kings Bay, GA would wake himself at random hours between 0200 and 0600 (the hours of weakness) and run back-to-back physical fitness tests (PFTs) every day; training his physical fitness and his ability to handle physical shock and sleep deprivation. Colonel McCoy's "Darkside Derby" consisting of various combat related physical events all "persistently carried out under every "debit" [refer to table 2 for list of debits]

condition we could muster realistically,"<sup>9</sup> is a phenomenal example of training PQ and EQ.

#### Mental Intelligence (IQ)

Mental intelligence (IQ) is what most people think of when they use the term intelligence. IQ encompasses an individual's comprehension, analytical, and reasoning skills. Not much discussion is needed, but IQ is trained through a well-rounded acumen of reading, mental exercises (TDGs, EDGs, STEs, TEWTs), debate/discussion, and the Commandant's Reading List.

#### Emotional Intelligence (EQ)

Emotional intelligence (EQ) is the combination of an individual's competency in four areas: self-awareness, self-management, social awareness, and relationship management.<sup>10</sup> These areas in tune with the whole person create passion in an individual, the drive and fire to accomplish one's life vision.

Self-awareness consists of an understanding of one's guiding values, an accurate measure of one's strengths and weaknesses, as well as one's self-confidence as a result of knowing themselves. "From self-awareness —understanding one's emotions and being clear about one's purpose— flows self-management, the focused drive that all individuals and leaders need to achieve their goals."<sup>11</sup> In Goleman's book, *Primal*

*Leadership*, he elaborates on the scientific brain activity that results from negative and positive emotions, validating why one must manage, at least be aware of, one's emotions—freeing “us from being a prisoner of our feelings.”<sup>12</sup> The end state of self-management is the managing of negative feelings while maximizing the expression of positive emotions. Social awareness consists of the ability to empathize and read organizational currents and culture. It is impossible to recognize and assess accurately the emotions of others if one hasn't the skill to recognize and assess accurately emotions in themselves. The last area of EQ is relationship management which is the woven mesh of the first three areas. Major David Abrahams, author of the article *“Emotional Intelligence and Army Leadership: Give it to me straight,”* defines relationship management as “an individual's adeptness at using emotional intelligence in a group setting when organizing groups, resolving conflict, connecting in a personal way, and analyzing social dynamics.”<sup>13</sup>

### Spiritual Intelligence (SQ)

Spiritual intelligence (SQ), the most difficult intelligence to describe, is the intelligence that has the most impact on the entirety of the Well of Fortitude. General Charles Krulak stresses the importance of SQ:

*The leader...must first tend to his own character, and then to the character of his subordinates. He must, in fact, touch his own soul before he can ever hope to touch the souls of those who serve under him. There is deep and subtle truth in the Latin expression, "Nemo dat quod non habet," (You cannot give what you do not have).<sup>14</sup>*

The quote illustrates how lacking spiritual intelligence prevents the leader from the affecting, or better yet, advancing the SQ of those he leads. SQ, the guiding force of the other capacities, must be developed in individuals and more importantly, in leaders. Men will not follow a leader they do not have faith in. They may go through the motions dictated by positional authority, but giving only the bare minimum. In a time of crisis follower loyalty will falter. Authentic leadership is based on faith in leadership and is first seeded by the leader's character. The over-arching value and necessity of SQ is clear in General Krulak's words,

*In peace and in war, I have confidently gone to the deep well of my faith in hard times, and I have always found sustenance and comfort there. My experience has convinced me that spiritual faith-faith in God-must become the solid bedrock of an individual's character.<sup>15</sup>*

The development and training of SQ is hinted at by General Krulak, one must "touch" his own soul before ever being able to affect the souls of those he leads. This "touching of the soul" implies a knowing and understanding, a defining and developing of the soul. SQ is developed through the "educating and obeying

of your conscience."<sup>16</sup> SQ does not prescribe a faith, religion, or belief; the individual decides what to study, what to improve on, and how to put this knowledge into action. Competent SQ entails the individual's alignment of life choices/actions with self-actualization.

### Conclusion

As U.S. Army General Schoomaker stated, "while technology has helped...individual soldiers still do the fighting...Warfare fundamentally is a human endeavor. It's a test of will. It's a test of things deep within us."<sup>17</sup> A required component of a complete leadership model is a model for self-leadership. Implementation and unity of effort toward the WoF is the most important factor for individual growth; it is the limiting factor to one's potential and life-long success.

Word Count (including tables): 2443

Word Count (excluding tables): 1956

Hogaboom Essay contest stipulates no more than 1500 words!

## Endnotes

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